

The Impact Of Effective Communication On Organizational Performance.

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Abstract :

The main objective of this paper was to look at the impact of Effective Communication on Organizational Performance. The discussion was based on series of empirical studies of communication and organizational performance. The research findings no doubt have validated the synergistic relationship between communication approach and efficient organizational performance. They also recommended that there can still be more room for improvement and consequently better performance if management embraces the following recommendations: More clarity of ideas before attempting to communicate; Better understanding of the physical and human environment when communicating; A thorough analysis of the purpose of communication; In planning communication, consultation should both be top down and bottom up, while all facts are rendered implicit and explicit; Consideration should be given to the content and tone of the messages; Whenever possible, the language or tone should not be only be edifying and elegant, but must be messages the receiver would find valuable; Communication messages that are precise and are of short run often possess long run importance; All stakeholders should be encouraged to be good listeners; Immediate actions must be accompanied and accomplished with communication; and Communication that would be effective require a follow up and effective feedback mechanism process.

Keywords: Communication, Effective Communication, Organization, Organizational Performance.

1.0 Introduction

All human interactions are form of communication. In this business world, nothing can be achieved without effectively communicating with employers, employees, clients, suppliers, and customers. If you look at the most successful business people in the world, you will see people who have mastered the art of communication.

Business all over the world today is very challenging. To stay profitable in the highly challenging and competitive global market economy all factors at production (i.e men, machine and materials), should be wisely managed. Among the factors of production, human resource constitutes the biggest challenge because unlike inputs, employee management demands skillful handling of thoughts, feelings and emotions to secure highest productivity. Effective organizational communication plays an important role in this challenge.

Communication has crucial impacts or among work groups in that organizational communication is a channel to flow information, resources, and even policies. "Organizational communication can be broadly defined as communication with one another in the context of an organization

(Eisenberg & Good all, 1997; Shockley-Zalabak, 2006)" as cited in Eunju Phd (2009). This type of communication, in turn, includes activities of sending and receiving message through various layers of authority, using various message systems, and discussing various topics of interest to the group we belong to or the company we work for.

Organizational communication research has mainly been conducted both in the business management field and in the communication field; however, researchers in the public administration field have provided little knowledge about organizational communication and its roles and effects. (Eunju Phd, 2009).

Several studies emphasize that effective communication can enhance organizational outcomes (Garnelt, Marlowe, & Pandey, 2008; Pandey & Garnelt, 2006). Communication influence on the perception and opinions about persons, communities, organizations, governments, and even society. As a managerial tool, communication is frequently expected to share information with members, to coordinate activities, to reduce unnecessary managerial burdens and, rules and ultimately to improve organizational performance. (Eunju Phd, 2009).

Conclusively, in all human organization, the art of communication cannot be overemphasized; it is the means by which people interact and work with one another. Just like blood stream in people, communication represents the bloodstream of organization. This means that nothing can be achieved in an organization without effective communication. Communication skills are important in all human endeavours, including business. Even though communication skills are so important to success in the workplace, there are many individuals who find that there is a limit to their communication skills and that they seem to have reached a stumbling block in their progress. They may sometimes struggle to convey their thoughts and ideals in an accurate manner, making it difficult to reach their full potential as a communicator, a manager, and a leader of others.

2.0 Literature Review

Communication has been widely accepted by scholars and academics as the life hood of an organization because communication is needed for exchanging information, exchanging opinions, making plans and proposals, reaching agreement, executing decisions, sending and fulfilling orders and conducting sales (Blalock, 2005; Alyssa, 2006; Rotler, 2006; amongst others). When communication stops, organized activity ceases to exist, and individual uncoordinated activities return in an organization. So, organization in an organization is an virtual as the blood of life.

2.1 Conceptual Framework

2.1.1 Definitions of Communication

Ramah (1985) defines communication as “the transmission and reception of ideas, feelings and attitudes verbally or non-verbally to produce a favourable response”.

Draft (2000) defines communication as “the process by which information is exchanged and understood by two or more people usually with the intention to motivate or influence behavior”.

Communication refers to the exchange of information between a sender (source) and a receiver (destination) so that it is received, understood and leads to action (Obamiro, 2008).

Obilade (1989) defines communication as “a process that involves the transmission of message from a sender to the receiver.

Folarin (2003) defines communication as “any means by which a thought is transferred from one person to another”.

Communication is the process by which any person or a group shares and impacts information with/to another person (or group) so that both people (or groups) clearly understand one another (Soola, 2000).

Not just giving information, it is the giving of understandable information and receiving and therefore, the transferring of a message to another party so that it can be understood and acted upon (Ode, 1999).

Ugbojah (2001) defines communication as “the process which involves all acts of transmitting messages to channels which link people to the languages and symbolic which are used to transmit such messages. It is also the means by which such messages are received and stored. It includes the rules, customs and conventions which define and regulate human relationship and events”.

In its simplest form, however, communication is the transmission of a message from a source to a receiver... or the process of creating shared meaning (Baran, 2004:4).

It has been shown that there exists various definitions for communication, as there are different disciplines. While some definitions are human centred, others are not. For example, communication system may incorporate computers, as well as less sophisticated reproducing devices such as photocopiers. A photocopier may see communication as meaning different thing from the way a marketer preconceives it. Similarly, a gospel preacher may think communication is something, which is of course different from what a journalist thinks it is.

Therefore, there is no single definition of communication agreed upon by scholars. Psychologists, sociologists, medical practioners, philosophies and communication specialists, all define communication based on their orientations and perspectives.

Psychologists defined communication as “the process by which an individual (the communicator) transmits stimuli (usually verbal symbols) to modify the behaviours of the other individuals (communicates)”. This definition describes what many extension workers and change agents hope to achieve. Sociologists see communications “as the mechanism through which human relations exit and develop”. Some people define communication rather narrowly, saying “communication is the process whereby one person tells another something through the written or spoken word”. This definition, from a book written by a journalist, seems reasonable for those in that field. So, there are definitions of communication as there are various disciplines.

Communication is from a latin word-communis, which means common or shared understanding. Communication therefore is a purposeful effect to establish commonness between a source and receiver (Schramm, 1965). Whatever is being shared could be associated with knowledge, experience, thought, ideas, suggestions, opinions, feelings etc.

For the purpose of this paper, communication is defined as the process of exchanging or sharing information, ideas and feeling between the sender and the receiver.

2.1.2 Nature of Communication

Communication is very central to all human activities; thus is because everything we do and do not, communicate. Man's interaction with other human beings is a result of communication. Communication is the key around which human life revolves.

Communication is also innate; every man is born with the ability from childhood, we learn to communicate by crying, smiling, kicking etc.

Communication is made up of activities of under related elements which continue to function is the communication process. The fact is that the word communication is encompassing, ambiguous and pervasive. These three words capture the universal nature of communication and make everyone think they know something about communication.

2.1.3 Functions of Communication

Communication performs diverse kinds of functions which include:

- **Social Interaction:** Human interaction is possible because we can communicate. We relate with friends, parents, colleagues, etc because they share codes that made us understand each other. Without communication, this will not be possible.
- **Business and Trade:** Communication provides opportunity to transact business and engage in trade. We are able to make known what we are offering for sales and what we want to buy. We also negotiate the prices, mode of delivery etc through communication.
- **Exchange of Ideas and Spread of Knowledge:** We express freely our ideas, opinions and feelings or issues affecting us. We also share knowledge as we engage in discussion and write books. In classroom situation a teacher is able to impart knowledge into students through communication.
- **Social-Political Development:** Development is made possible through communication. Communication helps to mobilize people to work together for their social and political development.
- **Social-Cultural Integration:** Communication enables exchange of cultural and values. Through music, interaction in communication, we are able to learn one another's cultures and blend for harmonious co-habitation.

2.1.4 Importance of Communication

The importance of communication shall be looked at from the study of Moorhead and Griffin (1989) which state that manager transmits information for a variety of reasons as highlighted in Obamiro (2008):

- To achieve coordinated action
- To express feelings and emotion
- To share information regarding:
 - Organizational goals
 - Task directions
 - Results of efforts
 - Decision making
- To achieve effective control
- To encourage staff participation in decision making
- To create a good public image and reputation for an organization

2.1.5 Types of Communication

Organizational communication is a system of networks linking the three hierarchical levels (management, union and staff) together in order to enhance productivity. The two major types of communication channel within an organization are: formal and informal patterns of communication.

Formal Pattern of Communication

Formal patterns of communication are the official paths recognized by management. They follow the established chain of command or line of authority. Formal information can be transmitted internally or externally.

1. Internal Communication

Internal communication takes place within an organizational framework to coordinate organizational resources. It conveys information through letters, memos, circulars, etc, to employees. It is divided into three broad parts.

- a. **Horizontal Communication:** This is also called lateral communication. It is the transmission of message along the same lateral or similar level in an organization. This occurs between team members, between different teams and employees on the same or similar level. The use of horizontal communication is on the increase because of the interactive electronic communication technologies such as e-mail and phone messages that greatly enhance horizontal communication by making it possible to establish leaning communities and virtual teams of employees who work together even different locations.
- b. **Vertical Communication:** Vertical communication is an organization communication that involves two different movements, that is, from "up down" and from "down to up" along the organizational hierarchy. It comprises downward and upward communication.

i Downward Communication: this refers to movement of information from the top management to the lowest officers.

ii Upward Communication: this is the pattern through which superior gets necessary feedback on subordinates' actions.

c. **Quasi-Vertical Communication:** it is the type of pattern of communication in which organized body of employees called labour union intermediates between management and employees.

2. External Communication

External communication has to do with disseminating information and interaction with the immediate environmental elements such as customers, suppliers, creditors, etc. The effectiveness of this depends on how perfectly internal communication is handled.

Informal Pattern of Communication

Informal channel of communication is an official chain of command which flows in any direction. It is mostly used when there are gaps in or barriers to formal communication which disturb the employees from getting the information they require or desire. Common sources are; rumour(an unofficial channel which transmits unreliable information), grapevine(it carries more reliable and valuable information. It can be single strand, gossip or cluster).

2.1.6 Forms of Communication

The three major forms of communication commonly used by managers in organization are:

- a. **Written Communication:** it involves the use of letters, memos, bulletin, procedures/ policy manuals, notices, books, etc., to transmit information in an organization.
- b. **Oral communication:** this refers to verbal conversation between two or more persons in an organization. It is a face-to-face interaction and most frequently used kind of communication channel during conferences, seminars, meetings, interviews,etc. It is rich in content, because there is a high level of interaction between the sender and the receiver.
- c. **Non-Verbal Communication:** this means using any form other than written and oral communication to transmit information. This includes the use of facial expressions, body movement and personal appearance to pass information. Important categories are Kinetic behavior, physical distance, tone of voice and object language.

2.1.7 Principles of Communication

Certain principles are very essential to effective communication. These principles, according to Mangal and Mangal(2009), include:

- a. **Principle of Readiness and Motivation:** The communicator and the receiver should be ready and remain motivated throughout the process of communication. Lack of interest, zeal and enthusiasm on the part of either of them may adversely affect the process and product of communication.

- b. **Principle of Possession of competent communication skills:** The communicator and the receiver should be quite competent and efficient in terms of communicating and receiving the desired information or message. Possession of the required communication skills is crucial, so that the task of communication, in terms of transmission and reception, may be performed by them effectively.
- c. **Principle of Sharing and Interaction:** Since communication is a two way process, its success lies in allowing as much as possible exchange of ideas, and keeping mutual interaction between the source of communication and receiver.
- d. **Principle of Suitability of the Communication Contents:** The content of what is to be communicated should be very suitable and easily understandable. It should be appropriate on the part of both the communicator and the receiver.
- e. **Principle of Appropriate Media and Channel:** The effectiveness of the process of communication will depend on the type and appropriateness of media or communication channel used.
- f. **Principle of Appropriate feedback:** Communication flow is deemed to be effective flow if it continues to receive the desired feedback from the receiver and vice versa.
- g. **Principle of Facilitators and Barriers of communication:** There are many intervening variables lying between the source and the receiver of information in a communication process. The effect of these variables, on the (positive or negative) source and receiver, becomes a decisive factor of the success or failure of communication.

Communication Situations

Communication may occur in variety of situations or environments. These may be grouped in the following types:

- a. **One on One Communication:** This form of communication takes place between two individuals. Most of our day-to-day informal or formal communication occurs in this form. Communication between husband and wife, shopkeeper and customer, relations, friends, strangers, colleagues, lovers, are examples.
- b. **Small Group communication:** This involves communication among more than two people: examples include family members, classmates, and passengers in a commuter bus or railway coach. It may also take place between groups such as between elders and the representatives of youths in a locality.

- c. **Large Group or Public communication:** This is the type of communication carried out within the premises of factories, government offices, police and army barracks, hospitals, etc. The style of this type of communication is formal, systematic, planned and organized.
- d. **Mass Communication:** This is carried out through different types of mechanical, electronic means: examples are the mass media, radio, television, video, cinema, films, books, e-mail, internet, tele-conferencing, satellite communication and transmission etc. There may not be face to face interaction between the communicators. It remains the most effective way of disseminating information in contemporary times.

2.1.9 Communication Process

Communication process components involve the following:

- a. **Sender:** The sender/encoder is the initiator of the message. The sender can be an individual, group or organization with ideas, desires, needs to transmit to other party or parties.
- b. **Encoding:** This is a process that selects the appropriate language that the receiver understands. Making signals to another person, using shared symbols or putting one's thoughts into a letter are examples of encoding.
- c. **Message:** Message refers to idea, thought, needs, emotions etc, put into a symbol, figure, sign, etc. It is the actual physical product being encoded by the source.
- d. **Channel:** The channel is a means by which a message is conveyed. The sender must make sure that the appropriate channel is used to transmit message. Evans (1978) is of the opinion that the choice of a medium depends upon proximity.
- e. **Receiver:** The receiver is the person(s) the message is targeted at. That is, the recipient(s) of the transmitted information. If the information is not received by receiver, there is no communication.
- f. **Decoding:** Decoding is a process that occurs at the reception level where impulses, figures and symbols are interpreted and translated into meaningful information. Effective communication can only occur when both the encoder (sender) and decoder(receiver) attach the same or at least similar meanings to the symbols that make up the message.
- g. **Noise:** Noise is anything that hinders, disturbs, and interferes with communication whether from the side of sender, the message channel, or the receiver. Noise can occur either internally(wrong encoding, transmission, interruption etc) or externally(confined environment).

- h. **Feedback:** Feedback assures the encoder that the message was received and understood. Receivers reply to the sender ends the communication process mechanism.

2.1.10 Communication Networks

Communication network is the pattern by which information flows between and among employees in organizations. This includes;

- a. **The chain network:** Here, information moves up and down along organizational hierarchy. It is simple but it slows communication.
- b. **The wheel network:** In using this, there is a single person at the center who gives and receives information from other in a group/ committee. Information flows quickly with high accuracy.
- c. **The circle network:** It is a complete loop, which allows information flow round and round in directions. Each member can communicate with one another on either side. It provides greater opportunity for feedback.
- d. **The Y network:** Here, the employee at the fork of the "Y" usually becomes the central person. It resembles the chain network i.e upside-down formal structure but slower by the fork in the Y.
- e. **A completely connected (star) network:** This network permits each employee (member) to communicate directly with every other employee (member).

2.1.11 Models of Communication

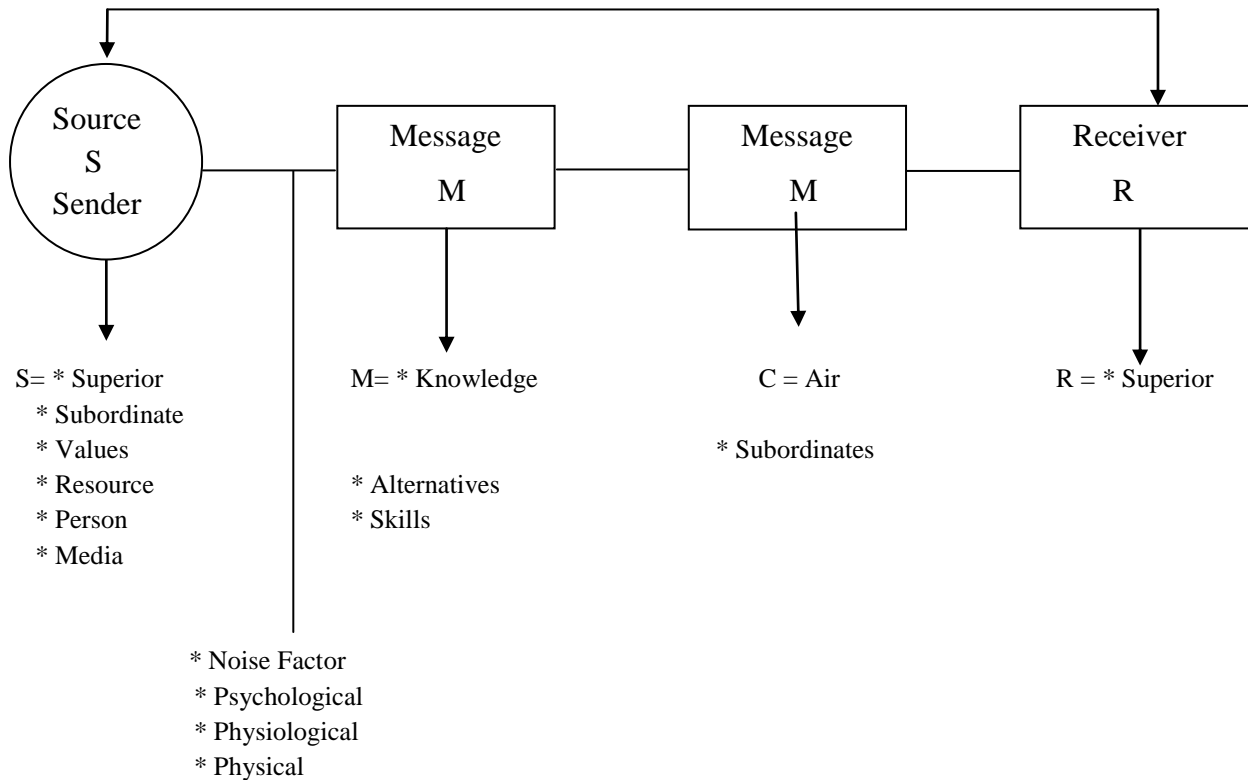
a. David Berlo's Model of Communication

In David Berlo's communication model, communication originates from the sender or source. The sender or source could be the superior, subordinate, resource, person and media. There exists the message in the communication channel. The message could be in form of knowledge, values, attitudes and skills. In between the sender or source and message, there exist the noise factors. These can affect effective communication adversely. The noise could be psychological, physiological or physical. Any form of distraction in the communication process is regarded as noise factor.

In this model of communication next to the message is the channel which the message will pass through. It is often through the airwaves. The channel can be correspondence books, letters, post, radio, television, instruction package and some form of electrical or electronic devices.

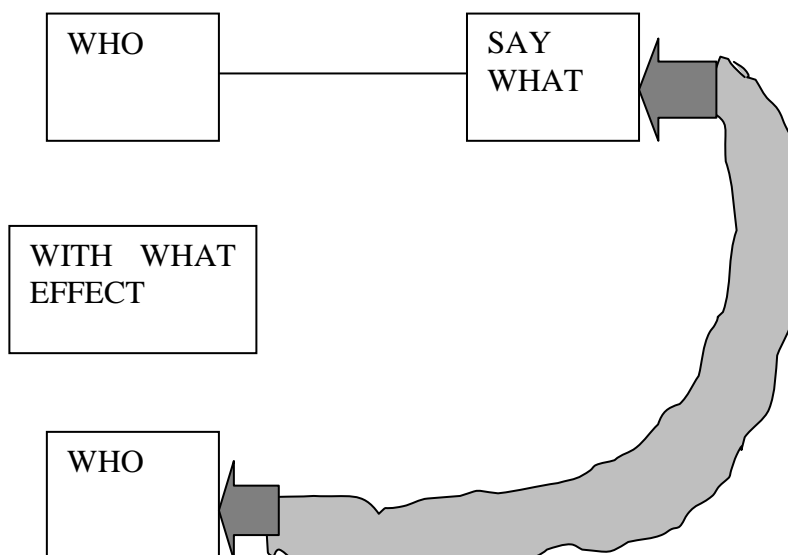
The final stage of third model is the receive or the destination

This communication model is also known as SMCR - SENDER-MESSAGE-CHANNEL and RECIEVER.



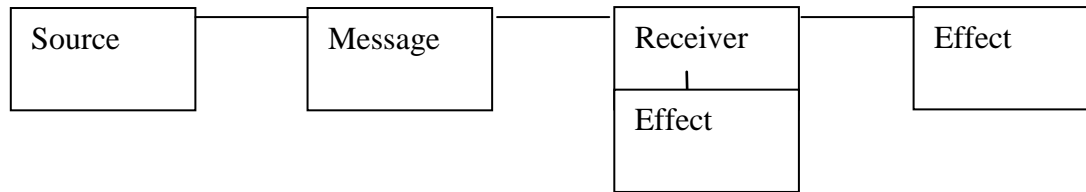
Adopted from: Abifarin (2004)

- b. **Harold Lasswell's Communication model:** Abimbode A. (1997) principles and protect Harold lasswell's communication model is one of the popular models of communication. Psychological model communication is concerned with the effect of a message as well as its source and destination. Psychological model of communication looks at (i) Who (ii) WHAT (iii) WHICH channel (iv) WHOM and (v) WHAT EFFECT – of a communication process



Adopted from: Abimbade 1997

- c. **S.M.R.E Model of Communication:** communication can also be explained in terms of input-output relationship involving message formulation, transmission, reception and interpretation as reflected in the S.M.R.E model presented below (Etim, 2006). This linear communication model does not illustrate the reciprocity which the communication process is known for.



2.1.12 Barriers to Effective Communication

The following among others are some of the things that affect effective communication.

- a. **Lack of proper planning:** inadequate preparation affects effectiveness of presenting and transmitting information. Lack of planning, arises from inadequate thinking, lack of sound objectives, vague words, selecting inappropriate media, etc.
- b. **Organization Barriers:** Faulty organization structure such as lack of clarity of responsibilities and authority delegated, too wide spans of control and too long chains of command cause communication breakdown.
- c. **Semantic Barriers:** These occur when words are understood and interpreted differently by sender and receiver. This affects the achievement of commonness of thought in communication.
- d. **Technical jargon:** Using words or symbols that are peculiar to new fields such as ICT with recipients who have different educational and social background may cause misunderstanding of message.
- e. **Environmental Barriers:** Symbols and innocent remarks may be given different meanings in abnormal environment.
- f. **Information overload:** This happens when a person receives too much information within a limited time.
- g. **Noise:** Effective communication breakdown is caused by different types of noise namely; physical noise, linguistic noise, grammatical noise, etc.
- h. **Poorly expressed messages:** Sender using too many assumptions and wrong encoding of messages do not aid effective understanding.
- i. **Poor listening:** Listening requires full attention and self discipline. Without this, the encoded messages will be decoded wrongly.
- j. **Distrust:** Believability and acceptability of messages to a large extent is determined by credibility of the sender. Messages from manager that behaves inconsistently may be given different interpretations by different receivers.

2.1.13 Remedies for Communication Barriers

- a. Adequate preparation by senders will help in determining the purpose of the message.
- b. The parties involved (both sender and receiver) should use similar and familiar symbols and language to achieve effective communication.
- c. Organization should manage the amount of information that will reach one person at a period of time.

- d. Management should have a clearly defined organization chart with a short chains of command and spans of control.
- e. Messages should be well constructed and encoded.
- f. There must be adequate training of employees to acquire effective business communication skills.
- g. An appropriate channel should be used to convey messages.
- h. There is need for effective feedback device.

2.1.14 Organizational Performance

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

According to Richard et al (2009), organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profit, return on assets, return on investments, etc.); (b) product market performance(sales, market share, etc); (c) shareholder return(total shareholder return, economic value added, etc.). The term organizational effectiveness is broader.

Specialists in many fields are concerned with organizational performance including Strategic Planners, Operations, Finance, Legal, and Organizational Development.

In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is treated and measured in multiple dimensions such as:

- Financial performance
- Customer service
- Social responsibility(e.g. corporate citizenship, community outreach)
- Employee stewardship.

2.2 Theoretical Framework

The theories of communication as identified by McGraw-Hill (2001) are:

2.2.1 Cognitive Dissonance Theory: This theory argues that the experience of dissonance or incompatible beliefs and actions is prone to strong aversion. Thus, people are highly motivated to award it in their effects to match their actions and seek reassurance to match their actions after making a different decision.

2.2.2 Communication Accommodation Theory: The theories argue that during communication, people

will try to accommodate or adjust their style of speaking to others. This is done in two ways: divergence and convergence.

Convergence occurs when there is a strong need for social approval, frequently from powerless to highlight their group identity.

2.2.3 Coordinated Management of Meaning: Theories of coordinated management of meaning (CMM) believe that in conversation, people co-create meaning by attaining some coherence and coordination. Coherence occurs when stories are told, and coordination exists when stories are lived. It focuses on the relationship between individual who come to organize the meaning of hundred of messages perceived literally, throughout a day.

2.2.4 Cultivation Analysis: This theory argues that television and other media play extremely important roles in how people view their world. According to the proponents of cultivation analysis most people in modern culture get much of their information in a mediated fashion rather than through direct experience. Thus, mediated source can shape people's sense of reality. This is especially the case with regards to violence. The theory posits that heavy television viewing cultivates a sense of the world that is more violent and scarier than is actually warranted.

2.2.5 Cultural Approach to Organization: Theories in this tradition argue that an organization's culture is composed of shared symbols, each of which has a unique meaning. Organizational stories, rituals, and rites of passage are examples of what constitute the culture of an organization.

2.2.6 Cultural Studies: Theorists in cultural studies maintain that the media represents ideologies of the dominant class in a society. This is due to the fact that the media is controlled by corporation that presented information to the public with profit making in mind. Cultural theorists, therefore, are concerned with media influence and how power plays a role in interpretation of culture.

2.2.7 Dramatism: This theoretical position compares life to a drama. As in dramatic action, life requires in sector, a scene, an act, some means for the action to take place and a purpose. A theoretical critic can understand a speaker's motives of an analyzing these elements. Furthermore, dramatism argues that purging guilt is the ultimate motive, and theoreticians can be successful when they provide their audience with a means for purging their guilt and sense of identification with the theoreticians.

2.2.8 Expectancy Violation Theory: This theory examines how non-verbal messages are structural. It advises that when communicative norms are violated, the violation may be perceived either favourably or unfavourable, depending on the receiver's perception of the violator. Violating another's expectations may be a strategy used over other than that of conforming to another's expectation.

2.2.9 Face-Negotiation Theory: This is concerned with how people in individualistic and collectivistic cultures negotiate face in conflict situation. The theory is based on face management, which describes how people from different cultures manage conflict negotiation in order to maintain face self-face and other face concerns explain the conflict negotiation between people from various cultures.

2.2.10 Groupthink Theory: The theories contend that group members frequently think similarly and are reluctant to share unpopular or dissimilar ideas with others. When this occurs, groups prematurely make decision, some of which can have lasting consequences.

2.2.11 Mute Groups Theory: Theorists in this group maintain that language serves men better than woman (and perhaps European-Americans better than African-American or other groups). This is the case because varieties of experiences of European-American men are named clearly in language, whereas the experiences of other groups (such as woman) are not.. due to this problem with language, women appear less articulate than men in public settings.

2.2.12 The Narrative Paradigm: This theory argues that humans are story telling animals. These theorists propose a narrative logic to replace the traditional logic of argument. Narrative logic, or the logic of good reasons, suggests that people judge the credibility of speakers by whatever their stories hang together coherently and whatever their stories ring true (fidelity). The theory allows for a democratic judgment of speakers, because no one has to be trained in oratory and persuasion to make judgment based on coherence and fidelity.

2.2.13 Organizational Information Theory: This theory argues that the main activity of organization is the process of making sense of equivocal information. Members of an organization accomplish this sense-making process through enactment, salvation and retention of information. Organizations are successful to the extent that they are able to reduce equivocality through these means.

- 2.2.14 Rational Dialectics Theory:** This theory suggest that rational life is always in process. People in relationships continually feel the pull-push of conflicting desires. Basically, people wish to have autonomy and connection, openness and protection, novelty and predictability. As people communicate in relationships, they attempt to reconcile these desires, but they never eliminate their needs for both of the opposing pairs.
- 2.2.15 The Rhetoric Theory:** This is based on the available means of persuasion. That is a speaker which is interested in persuading his or her audience should consider the three rhetorical proofs: logic, emotion and ethical.
- 2.2.16 Social Exchange Theory:** This argues that interpersonal relationship is the satisfaction of people's self-interests. Theories in social exchange posit that self-interest is not necessarily a bad thing and that it can actually enhance relationship.
- 2.2.17 Social Penetration Theory:** This theory maintains that interpersonal relationships evolve in some gradual and predictable fashion. Penetration theorists believe that self-disclosure is the primary way that superficial relationships progress to intimate relationships.
- 2.2.18 Spiral of Silence Theory:** These theorists argue that due to their enormous power, the mass media has a lasting effect on public opinion. It maintains that mass media works simultaneously with public opinion to silence monitoring beliefs on cultural issues.
- 2.2.19 Standpoint Theory:** This posits that people are situated in specific social standpoints-they occupy different places in the social hierarchy. Hence, individuals view the social situation from particular vantage points.
- 2.2.20 Structuration Theory:** This theory argues that groups and organization create structures, which can be interpreted as organization's rules and resources. These structure, in turn, create social systems in organization. They posit that groups and organization achieve a life of their own because of the way their members utilize their structures.
- 2.2.21 Symbol Interaction Theory:** This suggests that people are motivated to act based on the meanings they assign to people, things and events. Furthermore, meaning is created in the language that people use with others and in private thought.
- 2.2.22 Uncertainty Reduction Theory:** This theory suggests that when strangers meet, their primary focus is on reducing them levels of uncertainty in

the situation. Their levels of uncertainty are located in both behavioural and cognitive realms. That is, they may be unsure of how to behave (or how the other person will believe), they may also not be sure that they are thinking about one another. Furthermore, people's uncertainty is both at the individual level and rational level.

- 2.2.23 Uses and Gratification Theory:** This theory explains people choice of particular form of media. It emphasize a limited effect position that is, the media has a limiting effort on its audiences because audiences are able to exercise control over their media. Uses and gratification theory attempts to answer the question-what do people do with the media?

2.3 Empirical Framework

This section briefly discusses the empirical studies and researches that have been carried out and published on the communication and organizational performance. The primary aims are to ascertain relevant findings and identify possible gaps that the paper could fill.

Rajhans (2012) opined in a study" effective organizational communication : a key to employee motivation and performance" that organizational communication plays a vital role in employee motivation and performance as real changes are taking place in modern organizations which confront the new reality of tighter staffing , increased workloads, longer hours and a greater emphasis on performance, risk-taking and flexibility.

Today's organizations are run by multi and cross-functional teams which show little tolerance for unquestioned authority. To deal with this situation, the art of persuasion and the effort to find the correct emotional match with your audience is necessary. This match means that it is not enough for communication to be a one-way ticket(Torrington and Hall, 1991) as cited in Rajhans 2012.

Oyetunde & Oladejo (2012) in a study titled "communication approach and firms performance: appraisal of Nigerian Bottling Company(Coca-Cola), Ilorin-Nigeria" submitted that research findings no doubt have validated the synerginous relationship between communication approach and efficient performance of NBC, Ilorin plant.

They also recommended that there can still be more room for improvement and consequently better performance if management embraces the following recommendations:

- (i) More clarity of ideas before attempting to communicate;

- (ii) Better understanding of the physical and human environment when communicating;
- (iii) A thorough analysis of the purpose of communication;
- (iv) In planning communication, consultation should both be top down and bottom up, while all facts are rendered implicit and explicit;
- (v) Consideration should be given to the content and tone of the messages;
- (vi) Whenever possible, the language or tone should not be only be edifying and elegant, but must be messages the receiver would find valuable;
- (vii) Communication messages that are precise and are of short run often possess long run importance;
- (viii) All stakeholders should be encouraged to be good listeners;
- (ix) Immediate actions must be accompanied and accomplished with communication; and
- (x) Communication that would be effective require a follow up and effective feedback mechanism process.

Kukule (2012) in "Internal communication crisis and its impact on organization's performance" cited that the importance of symmetry has been marked by Gruning and Hunt, describing symmetric communication as a source and a recipient which cannot be separated but are equal participants of a communication process seeking (striving for) mutual understanding and proportional two-way effect (Grunig, Grunig A. Larissa, 1989). The research work, carried out under the auspices of the paper, points at the lack of symmetric approach in internal communication, which is marked by the research participants (not representing the dominant coalition) as an important cause of the problem and of crisis in the organization.

He opined that lack of leadership, unclear managerial style and incomprehension of employees' need for information created a fundamental problem in the organization's internal communication.

Furthermore, the role of informal communication and "grape-vine telegraph" in an organization's communication is viewed as one of crucial factors influencing organization's operations and may become a threat to an organization.

He further suggested that organizational crisis may not only be caused by external conditions which are difficult to control for an organization, but also by internal factors which are closely linked to communication problems in the organization.

2.4 Gap in Literature

The gap in this literature is in the methodology adopted. It was based on review of existing journals. Further studies are suggested empirically in both service and non-service

sectors as well as profit and non-profit making ventures because among the factors of production, human resource constitutes the biggest challenge because unlike inputs, employee management demands skillful handling of thoughts, feelings and emotions to secure highest productivity. Effective organizational communication plays an important role in this challenge.

2.0 Conclusion and Recommendations

The study hereby recommends that for an effective and efficient organizational performance, management must embrace; more clarity of ideas before communicating; better understanding of the physical and human environment when communicating; purpose of communication must be thoroughly analyzed; when planning communication, consultation should both be top down and bottom up, and all facts must be implicit and explicit; consideration should be given to the content and tone of the messages; the languages must be messages the receiver would find valuable; communication with precise messages and are short run often possess long run importance; all interested parties in communication should be encouraged to be good listeners; immediate actions must be accompanied and accomplished with communication; and lastly effective feedback and follow up mechanism process must succeed effective communication.

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